

## **Investigation of the specific features of change management in state civil service organization**

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### **Abstract**

In ongoing research on issues of public service, the idea of using organizational change in the civil service is more and more clearly formulated. Based on the methodology of Bourdieu, the authors studied the established patterns of consciousness and behavior of officials (doxa), as well as trends in the rethinking of (changes in) their well-established content of values (heterodoxy). The authors attempt to analyze the changes in organizations of public service and to understand how the studied situation is comprehended by civil servants. In order to study the subject it was necessary to turn to the micro level to include in the focus of analysis the everyday practice of the organization's employees, their life experience and value orientation. To study doxa, or the existing value orientations of civil servants, a research was conducted using the questionnaire by M. Rokich system. According to the method of M. Rokich, two types of values were allocated: terminal and instrumental. Values were merged into a collective notion of doxa, which becomes a research tool of rooted samples of consciousness and behavior. The main research interest was caused by the differences in the groups of public servants according to the distribution of instrumental and terminal values. On the basis of this research the conclusion has been done about the exhibiting of heterodoxy, that is, a critical attitude to the existing doxa, about the degree of awareness by public officials of new values, new patterns of behavior, thinking and perception. The information, obtained by the authors in the study, shows that for the success of change management in organizations of the state service it is necessary to develop special methods of informing employees about the nature and inevitability of introduced innovations and their involvement in the change process, train and develop the younger generation of public servants, to take seriously additional vocational training and retraining.

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### **Keywords**

Civil service, Doxa, Heterodoxy, Instrumental values, Organizational change management, Professionalism, Terminal values, Value orientations